

Northland Community and Technical College

Diversity Plan

FY2017-FY2020



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INTRODUCTION

Our goal at Northland Community and Technical College (NCTC) is to foster an environment that is conducive for all learners served within our communities.

NCTC serves a diverse population. The average age of our student body is 26; approximately 60% of our students are first first-generation college students (Federal TRIO), and 35% were Pell eligible in FY14. Our college serves two of the three poorest counties per capita (Mahnomen and Clearwater counties) in the state of Minnesota. While the actual percent of our students of color may seem low to some at 16%, this number is more than twice the minority population of the broader communities we serve.

Our East Grand Forks campus is located within a community that serves as a relocation site for refugees primarily from Nepal and Somalia. Meeting the needs of this immigrant community while serving our workforce is a new pressure on the college, but one that we are taking positive steps to reach. Our Thief River Falls campus is in close proximity to both the Red Lake and White Earth Reservations. Within both of our primary communities, unemployment rates are quite low (under 3%) and our business partners feel the pressure to find qualified employees. Through creating a positive learning environment for diverse learners NCTC can positively help industries meet the regional employment demand while strengthening our communities.

While the percent of our students of color outpaces that of our broader communities, the same is not true of our employees of color (which more closely mirrors our broader communities). As a result, students at NCTC have a greater challenge in finding faculty and staff that reflect their own background and experience. This challenges us to assure we provide an environment that allows all of our students to have a supportive and positive learning experience.

RATIONALE

The rationale for our plan is, at the core, to meet our mission and best serve all learners within our communities. More specifically, we will ensure all levels of the institution foster success among a greater number of our students. The success of our current students is one of our best means to reach a broader cross section of diverse communities. We support a definition of diversity that is inclusive of all groups and is broader than ethnicity, race, and gender. With the ongoing support of the institution we will then continue to attract a diverse and vibrant student body.

DEVELOPMENT & SCOPE OF NORTHLAND COMMUNITY & TECHNICAL COLLEGE DIVERSITY PLAN

This diversity plan was developed through intensive work by a broad cross section of administrative leadership within the institution. It is built off of our current diversity plan with the outcome of developing more specific and measurable goals. This diversity plan is well integrated within the institutional mission, our academic master plan, our quality initiative for the Higher Learning

Commission (HLC), and the Minnesota State Colleges and Universities Charting the Future strategic plan.

INSTITUTIONAL MISSION STATEMENT

Northland Community & Technical College is dedicated to creating a quality learning environment for all learners through partnerships with students, communities, businesses, and other educational institutions.

CORE THEME

Our core theme is aligned with the institution’s mission statement, and supported by our academic master plan and HLC quality initiative. Within our academic master plan, for example, Goal 5 aims to improve our faculty training experiences as a part of a quality education (Core Value 1). Our academic master plan further seeks to Ensure Student Success (Core Value 2) through Goal 7, increased contact between faculty, staff and students as well as Goal 2, providing a broad based curriculum for our students.

NCTC seeks to increase our recruitment and success of students within our diverse communities. This can be seen in Goal 1, improve recruitment and retention strategies as well as Goal 11, satisfying the unique needs of diverse groups and upholding the rights of all members of the community. In Goal 19 we seek to develop partnerships with business and industry as part of service to our external community partners (Core Value 5). See the full NCTC Academic Master Plan at <http://www.northlandcollege.edu/amp/>. Moreover, our HLC quality initiative, Commit to Complete, has as its primary goal increasing student success at NCTC.

Through continued efforts to increase our faculty and staff training on best practices, pedagogy, and general awareness, as well as additional efforts to recruit and retain a diverse and qualified faculty and staff, NCTC will continue to serve our core mission of creating a quality learning environment for all learners through partnership.

INCLUSIVE VISION & VALUES STATEMENT

It is an integral part of Northland Community and Technical College’s mission to acknowledge, understand, value, and celebrate the diverse heritage, cultures, and individuals within our learning environment and communities.

GOALS

Goals for Diversity Core Theme			
Goal #1	Goal #2	Goal #3	Goal #4
Recruit and retain a diverse student population providing equitable access and opportunity to be	Attract and retain employees who embody and reflect diversity and inclusion.	Foster academic success of a diverse student body.	Ensure leadership commitment and accountability to diversity efforts at all levels of the

successful in higher education.			institution through an aligned strategic effort.
Access, Equity, and Opportunity	Employee Diversity and Inclusion	Community Engagement and Inclusion	Supportive Campus Environment

INSTITUTION Diversity Plan Framework			
Goal #1 Recruit and retain a diverse student population providing equitable access and opportunity to be successful in higher education.	Goal #2 Promote awareness and recruitment efforts to increase diversity of faculty and staff to be representative of the student population.	Goal #3 Foster academic success of a diverse student body.	Goal #4 Ensure leadership commitment and accountability to diversity efforts at all levels of the institution through an aligned strategic effort.
Objective #1 <i>Promote Northland to specific diverse populations within our primary and secondary markets through targeted advertising and communications while building awareness of the Northland brand by showcasing the value of a Northland education.</i>	Objective #1 <i>Advertise job vacancies that target diverse applicant populations and expand search committee members to employees, students and community members that are as diverse as possible.</i>	Objective #1 <i>Employ a continuous improvement model for evaluating program effectiveness through metrics that reinforce inclusive content.</i>	Objective #1 <i>Define duties of the CDO to reflect opportunities to improve outcomes specifically related to diversity throughout the college with a primary focus of reducing the achievement gap.</i>
Objective #2 <i>Host and visit in community, high school, career, and college events that have significant populations of diverse students, and maintain key relationships with directors, counselors,</i>	Objective #2 <i>Provide all employees accurate expectations with opportunities for life-long learning and fair assessment of their accomplishments.</i>	Objective #2 <i>Engage students, community partners, and employees in opportunities that are focused on enhancing and increasing unique individual experiences in order to ensure academic success of all students.</i>	Objective #2 <i>Provide professional development related to diversity, the achievement gap, and student success to all institutional leaders involved in supporting the NCTC diversity plan.</i>

<i>advisors, and others focusing on recruitment.</i>			
Objective #3 Provide academic and student services focused on retention and success for all students.		Objective #3 Using current data, analyze perceptions of the students, community, and employees of NCTC to improve student experiences, reduce the achievement gap, and improve diversity efforts.	Objective #3 Review and assess leadership's commitment to implementation of diversity efforts and institutional outcomes for all students.
		Objective #4: Insure opportunities and tools for success are readily available for all students.	
		Objective #5 Integrate key elements of diversity throughout the academic curriculum, with a primary focus on the value of diversity to our culture and its application in a global society.	

GOAL #1 – Recruit and retain a diverse student population providing equitable access and opportunity in order to be successful in higher education.

Objective #1 Promote Northland to specific diverse populations within our primary and secondary markets through targeted advertising and communications while building awareness of the Northland brand by showcasing the value of a Northland education.

Community Engagement and Inclusion	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target
Enhance general marketing efforts	1	1.1.1 - Continue to expand diversity visuals through creative digital and print on current marketing and recruitment materials including, but not limited to; college website, virtual tour, view book, brochures and social media.	Director of Marketing, Director of Enrollment Management		10-01-16
	2	1.1.2 - Utilizing the We Are Northland featured story series, marketing will create a schedule unique to stories reflecting diversity from the perspectives of students, faculty/staff, and alumni to strengthen the NCTC message of being a welcoming learning environment for all.	Director of Marketing, EGF Campus Dean, TRF Campus Dean	Academic Deans	01-01-17
	3	1.1.3 - Create specific mailing communications focused on inclusion that highlights community-wide diversity for inquiries who identify themselves as being from a diverse population.	Director of Marketing, Director of Enrollment Management		09-01-16
	4	1.1.4 - Expand Online Search Ads efforts through targeted online/mobile display advertising to Digital Display Networks, to target populations and tailoring the creative and messaging as needed to reach diverse teens in our primary geographic market.	Director of Marketing, Director of Enrollment	President's Council, Academic Deans	08-01-16
	5	1.1.5 - Enhance Web Content by examining the analytics of target audiences, creating Search	Director of Marketing	Dean of Student Affairs,	08-01-17

		Engine Optimized and Online Audience Optimized content, and utilizing the Gunning Fog Index on new content.		Student Affairs Supervisors	
6	1.1.6 - Redesign current diversity website and develop an OAO (Online Audience Optimization) strategy designed for online/mobile search to meet target audience searches.	Director of Marketing	Dean of Student Affairs, Director of Enrollment Management, CDO	02-01-18	
7	1.1.7 - Collaborating with the enrollment office, create an inclusive strategy to provide Google Cardboard Virtual Reality Goggles to guidance counselors at high schools with diverse populations within our target market to showcase our virtual tour. Utilize MnACC (MN Association of Counselors of Color) for potential HS outreach.	Director of Marketing, Director of Enrollment Management		05-01-17 (dependent upon grant funding)	
8	1.1.8 - Create specific marketing materials designed for MN DEED, MN WFC, and MN DHS workers that represent minorities across MN at the annual MN Joint Counselor Conference. Utilize VR Goggles to showcase NCTC to them as exhibitors.	Director of Marketing, Director of Enrollment Management	College Community	05-01-17 (dependent upon grant funding)	
9	1.1.9 - Create on-campus visuals/signage, structured along all tour routes, to reflect inclusion and diversity at NCTC.	Director of Marketing, Director of Enrollment Management	Facilities, College Community	02-01-17	
10	1.1.10 - Create a talking points guide to provide to all student ambassadors and tour guides that highlights diversity services,	Director of Enrollment Management	Dean of Student Affairs,	02-01-17	

		inclusion, and community-wide diversity to be utilized on all campus tours.		Director of Marketing	
Comprehensive Marketing/ Enrollment Plan	11	1.1.11 - Develop comprehensive marketing and enrollment plan that includes diversity components identifying specific target audiences based on the largest diverse populations within our primary target market and secondary metro markets.	Director of Enrollment Management Director of Marketing	Academic Success Coordinator, College Community	07-01-17

GOAL #1 – Recruit and retain a diverse student population providing equitable access and opportunity in order to be successful in higher education.

Objective #2: Host events and visit in communities, high schools, career and college events that have significant populations of diverse students, and maintain key relationships with directors, counselors, advisors, and others focusing on recruitment.

Access, Equity, and Opportunity	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target
Participation in community, college and other events	1	1.2.1 - Participate in career and college fairs which target diverse populations such as: National College Fair (NCF) in Minneapolis, Bemidji Transition Fair, Minnesota Indian Education Association (MIEA), Leech Lake Career Fair, Red Lake Career Fair and White Earth Career Fair.	Director, Enrollment Management	Recruitment Staff, College Community	Maintain Enrollment Calendar, September – May each year
	2	1.2.2 - Participate in high school visits in areas that have significant populations of diverse students including high schools on the Leech Lake, Red Lake, White Earth, Fond Du Lac, Turtle Mountain, Spirit Lake, Red River, and Minneapolis Metro area and Adult Learning Centers.	Director, Enrollment Management	Recruitment Staff, Athletic Staff	Maintain Enrollment Calendar, September – May each year

	3	1.2.3 - Targeted seminars on college admissions and success in the high schools. Maintain list of dates and locations. Hold Financial Aid nights.	Financial Aid Staff, Director, Enrollment Management	Recruitment Staff	Maintain Enrollment Calendar, November-April each year
Key Relationships	4	1.2.4 - Contact school counselors and other “center of influence” individuals via email, mail, or phone and develop relationships which foster referrals of diverse students to include Minnesota High School counselors and Tribal representatives.	Director, Enrollment Management	Recruitment Staff	Maintain Local and Regional High School Contact List, Ongoing
	5	1.2.5 - Coordinate targeted campus visits for students and their advocates from diverse backgrounds. Explore Oracle Service Cloud for data maintenance.	Director, Enrollment Management	Recruitment Staff	Ongoing, 5-31-17
		1.2.6 - Create a descriptive and accurate brochure of Diversity Services at NCTC, and include this as part of prospect and applicant student mailing e-Communication Plan.	Student Life Success Coordinator, Director of Marketing	Director of Enrollment Management	Diversity promotion piece developed, 5-31-17

GOAL #1 – Recruit and retain a diverse student population providing equitable access and opportunity in order to be successful in higher education.

Objective #3: Provide academic and student services focused on retention and success for all students.

Access, Equity, and Opportunity	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target
Maintain contact with students	1	1.3.1 – Craft an easily accessible database of external scholarships, relevant to underrepresented students, maintained on the NCTC website.	Director of Enrollment Management	Student Life Success Coordinator, CDO, advisors,	8-31-16

			counselors, faculty, Director of Marketing	
2	1.3.2 - Diversity coordinator will plan and refine events that expose students to transfer opportunities for baccalaureate degree options.	Student Life Success Coordinator	EGF Campus Dean, TRF Campus Dean, CDO	Each year, coordinated with advisors, counselors and transfer staff at MnSCU 4- year (Sept – Apr)
3	1.3.3 Leverage student life dollars to stage programs that ask students to confront equity and inclusion questions and sensitize them to such issues.	Student Life Success Coordinator	Student Organization s/Stakeholde rs	Annually, coordinated with faculty and regional/stat ewide (Sept- Apr)
4	1.3.4 - Host Annual Welcome Wednesdays providing students with information on study skills, library resources, stress management, and scholarships, to increase student’s readiness for the academic experience.	Student Life Success Coordinator	Director, Enrollment Managemen t, Welcome Wednesday Coordinator on each campus	Annually, 1 st /2 nd week of fall semester
5	1.3.5 – Study feasibility of securing a TRIO <i>Talent Search</i> grant to improve recruitment and persistence of underrepresented students. If feasible, make application in FY ‘18 or ‘19	CDO	Director, Enrollment Managemen t, EGF Campus Dean, TRF Campus Dean, Student Life Success Coordinator	5-31-17

	6	1.3.6 – Consider ways to acknowledge and celebrate student’s cultural identities and contributions during commencement exercises	CDO	Director, Enrollment Management, Campus Deans, Student Life Success Coordinator Graduation Committee, President’s Council	2-28-17, annually thereafter.
	7	1.3.7 – Update Student Senate portion of website and write new internal flyer/half-brochure (that is visually appealing and culturally sensitive) to elicit involvement in campus and student life.	Student Life Success Coordinator	Director of Marketing	8-19-16
Academic and student services availability	8	1.3.8 - Utilize an early alert system to track students at academic risk. Explore Oracle Service Cloud for data maintenance.	Director, Enrollment Management	Director, Enrollment Management, Director of Academic Success Center, Director of Marketing	Continue with Early Alert each semester; determine Oracle feasibility by 5-31-17

GOAL #2 – Promote awareness and recruitment efforts to increase diversity of faculty and staff to be representative of the student population.

Objective #1: Advertise job vacancies that target diverse applicant populations and expand search committee members to employees, students and community members that are as diverse as possible.

Employee Diversity and Inclusion	#	Action Steps	Primary Stewards	Partners	Completion Target
Employee searches	1	2.1.1 - Advertise job vacancies to include publications that target	CHRO	Search Chair NeoGov	Ongoing

		potential applicants from protected groups and through agencies that serve diverse populations.		MN Jobs HERC MN Diversity Diversityinc. com	
	2	2.1.2 - Include the link to the college's diversity plan on position openings.	CHRO	Marketing	Ongoing
	3	2.1.3 - Allow for expense reimbursement for long distance expenses incurred by potential candidates.	CHRO	CFO, President's Council	Ongoing
Search Committee engagement	4	2.1.4 - Ensure that search committees are as diverse as possible by expanding search committee structure to employees, students and community members as appropriate.	CHRO	CDO, other DCs as needed, President's Council	Academic Year 2016/17
	5	2.1.5 - Provide search committee members with a comprehensive tool kit with information about position responsibilities and qualifications, underutilization data regarding vacancies, and hiring goals contained in the Affirmative Action Plan.	CHRO	CDO, HR staff	Ongoing

GOAL #2 – Promote awareness and recruitment efforts to increase diversity of faculty and staff to be representative of the student population.

Objective #2: Provide all employees accurate expectations with opportunities for life-long learning and fair assessment of their accomplishments.

Employee Diversity and Inclusion	#	Action Steps	Primary Stewards	Partners	Completion Target
Employee expectations	1	2.2.1 - Ensure accurate position descriptions and expectations for successful performance are	CHRO	CDO, all other DC's	Ongoing – improvements have

and assessment		identified through the performance management system.			been made beginning FY15.
	2	2.2.2 - Conduct new employee orientation to provide individuals with an increased understanding of the college's inclusive environment.	CHRO	CDO, other DCs as required	9-30-16, annually thereafter
	3	2.2.3 – Explore the need to formalize a peer mentoring program for employees.	CHRO, CDO	All other DC's	12-31-16
	4	2.2.4 - Implement employee recognition programs such as employee service awards and recognition of achievement awards.	CHRO	President's Cabinet	9-30-16
Employee life-long learning	5	2.2.5 - Provide professional development opportunities.	CHRO	EGF Campus Dean, TRF Campus Dean Faculty PD mentors; Speakers; Brown-bag lunch; webinars, etc.	Annually 5-31-17

GOAL #3 – Foster academic success of a diverse student body.

Objective #1: Employ a continuous improvement model for evaluating program effectiveness through metrics that reinforce inclusive content.

Academic Success	#	Action Steps	Primary Stewards	Partners	Completion Target
Enhance educational opportunities through inclusion	1	3.1.1 - Integrate diversity efforts within programs and courses by developing opportunities with key curriculum groups such as	CDO	Academic Deans, Dean of Student Affairs	5-31-17

training and evaluation.		AASC, APR, and the Developmental Committee.			
	2	3.1.2 - Include annual diversity goals and objectives into groups working with curriculum.	CDO	EGF Campus Dean TRF Campus Dean, Dean of Student Affairs, college community	9-30-17
	3	3.1.3 - Integrate diversity efforts into curriculum handbook.	TRF Campus Dean, EGF Campus Dean	CDO	Annually 5-31-17

GOAL #3 – Foster academic success of a diverse student body.

Objective #2: Engage students, community partners, and employees in opportunities that are focused on enhancing and increasing unique individual experiences in order to ensure academic success of all students.

Academic Success	#	Action Steps	Primary Stewards	Partners	Completion Target
Implement actions and events supporting academic success	1	3.2.1 - Collaborate with NCTC Foundation to offer scholarships targeting students of color and/or underrepresented students and encourage these students to apply for Foundation scholarships to reduce the achievement gap.	Exec. Director of Foundation	Director, Enrollment Management, Foundation Scholarship Committee/ Donors, CDO	12-31-16
	3	3.2.2 - Host Presidential Meet and Greet allowing students the opportunity to meet with the President and other academic personnel to allow staff to	Student Life Success Coordinator	All, College Community	9-30-16

		showcase inclusive educational opportunities.			
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GOAL #3 – Foster academic success of a diverse student body.

Objective #3: Using current data, analyze perceptions of the students, community, and employees of NCTC to improve student experiences, reduce the achievement gap, and improve diversity efforts.

Academic Success	#	Action Steps	Primary Stewards	Partners	Completion Target
Use data to enhance NCTC student diversity	1	3.3.1 – Assess the CCSSE survey results to improve experiences and needs of diverse students on campus, reduce the achievement gap, and provide direction for diversity efforts.	Director, Enrollment Management	Dean of Student Affairs EGF Campus Dean, TRF Campus Dean, College Community	Bi-Annually, 3-31-17
	2	3.3.2 – Implement change based on assessment of CCSSE and SENSE data.	Director, Enrollment Management	Student Life Success Coordinator , EGF Campus Dean, TRF Campus Dean, Dean of Student Affairs Director of Academic Success Center, CDO	3-30-17 and annually
	3	3.3.3 – Evaluate program effectiveness and sustainability metrics with criteria that is focused on data outlining success metrics focused on decreasing the number of students affected by the achievement gap.	VP of Academic and Student Affairs	Academic Deans	5-31-17

GOAL #3 – Foster academic success of a diverse student body.

Objective #4: Insure opportunities and tools for success are readily available for all students.

Community Engagement and Inclusion	#	Action Steps	Primary Stewards	Partners	Completion Target
Student opportunity	1	3.4.1 - Provide no-cost learning and tutoring services for all students through the Academic Success Center.	Director, Academic Success Center	EGF Campus Dean	7-31-16
	2	3.4.2 – Provide no-cost online learning tools for all students, especially online students.	Director, Academic Success Center	EGF Campus Dean, Distance MN Staff	5-31-17

GOAL #3 – Foster academic success of a diverse student body.

Objective #5: Integrate key elements of diversity throughout the academic curriculum, with a primary focus on the value of diversity to our culture and its application in a global society.

Supportive Campus Environment	#	Action Steps	Primary Stewards	Partners	Completion Target
Develop diversity opportunities into the curriculum.	1	3.5.1 - Integrate diversity efforts into curriculum handbook.	EGF Campus Dean, TRF Campus Dean	CAO, academic deans, academic coordinator	1-1-17
	2	3.5.2 – Incorporate a course objective and activity that reflects the diversity in the course subject matter.	CDO, EGF Campus Dean, TRF Campus Dean	CAO, academic deans, academic coordinator	1-1-17

GOAL #4 – Ensure leadership commitment and accountability to diversity efforts at all levels of the institution through an aligned strategic effort.

Objective #1: Define duties of the CDO to reflect opportunities to improve outcomes specifically related to diversity throughout the college with a primary focus of reducing the achievement gap.

Supportive Campus Environment	#	Action Steps	Primary Stewards	Partners	Completion Target
CDO and CDOA relationships to college groups	1	4.1.1 - Define President, Chief Diversity Officer (CDO) and Diversity Coordinators (DC) relationships within the organizational chart.	CDO	all DCs	8-15-16
	2	4.1.2 - Complete position description updates for CDO and DCs.	CHRO, CDO	all other DCs	8-15-16
Establish CDO and Diversity groups	3	4.1.3 – Develop standard operating procedure or policy outlining diversity efforts at NCTC.	CDO, all CDs	Diversity committee	10-15-16

GOAL #4 – Ensure leadership commitment and accountability to diversity efforts at all levels of the institution through an aligned strategic effort.

Objective #2: Provide professional development related to diversity, the achievement gap, and student success to all institutional leaders involved in supporting the NCTC diversity plan.

Supportive Campus Environment	#	Action Steps	Primary Stewards	Partners	Completion Target
Opportunities for Growth	1	4.2.1 – Support administrative professional development through conferences, WebExs, meetings, and system level training opportunities.	CDO	All DCs	Ongoing

GOAL #4 – Ensure leadership commitment and accountability to diversity efforts at all levels of the institution through an aligned strategic effort.

Objective #3: Review and assess leadership’s commitment to implementation of diversity efforts and institutional outcomes for all students.

Supportive Campus Environment	#	Action Steps	Primary Stewards	Partners	Completion Target
Leadership commitment and accountability	1	4.3.1 – Provide annual assessment and feedback of CDO and DCs performances related to relevant position description duties.	President, CDO and DCs with supervisory responsibilities.	All DCs	6-30-17 and annually afterwards
Assessment of institutional effort	2	4.3.2 – Analyze progress of institution at closing the achievement gap for students of color on an annual basis.	CDO and DCs	Dean of Student Affairs	6-30-17 and annually afterwards
	3	4.3.3 – Analyze progress of institution at maintaining or improving achievement for Pell eligible and first generation students on an annual basis.	CDO and DCs	Dean of Student Affairs	6-30-17 and annually afterwards
	4	4.3.4 – Assess NCTC Diversity Plan on an annual basis to assure implementation is reaching desired outcomes.	CDO	All DCs	6-30-17 and annually afterwards

ACRONYMS

1. CDO-Chief Diversity Officer
2. DC-Diversity Coordinator
3. AASC-Academic Affairs and Standards Committee
4. APR-Academic Program Assessment/Review
5. NCTC-Northland Community and Technical College
6. MnSCU-Minnesota State Colleges and Universities

KEY TERMS & DEFINITIONS

1. CDO (Chief Diversity Officer)-Individual responsible for implementation of the diversity plan at NCTC. Works with DC's to accomplish desired outcomes of diversity plan and chairs the diversity committee. Responsible to the president for completion of the diversity plan.
2. DC (Diversity Coordinator)-Individual assigned to one of seven key areas in human resources, student affairs (admissions/recruiting), student affairs (student life), academic affairs (EGF dean), Academic Affairs (TRF dean), academic success center director, and Director of the NCTC Foundation. Portions of the college diversity plan responsibilities are included in the position descriptions for these people. These positions do not necessarily report to the CDO but are responsible to the CDO for accomplishment of their position description tasks. DC's are identified as for this plan as follows:
3. Diversity Committee-Group comprised of CDO, DOs, Dean of Student Affairs, TRF Counselor, EGF Counselor, one faculty member from each division (one per dean's area) and one student from each campus.